

# State Library of Iowa

## Performance Report

### Performance Results Achieved for Fiscal Year 2004

December 15, 2004

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# Table of Contents

Introduction.....3

Agency Overview.....4

Strategic Plan Results.....8

Performance Plan Results.....14

Resource Reallocations.....25

# Introduction

This report describes the State Library's progress in meeting performance targets and achieving its goals as stated in the agency's FY 2004 performance plan. The information is being provided to increase accountability to stakeholders and citizens in accordance with the Accountable Government Act.

The State Library of Iowa is a division of the Department of Education, with a governor-appointed governing board. This report contains performance information on the State Library's two major service areas: Direct Library Services and Statewide Library Development.

**Direct Library Services** functions as a group of special libraries that acquires, manages and provides access to information for the use of individual customers. Specialties include legal, census, patents, management issues, government policy, medical/health and library science. Library collections consist of books, journals, electronic databases, videos, state and federal documents and web-based information. Library staff helps customers find the information they are seeking and/or trains customers how to find it themselves.

**Statewide Library Development** helps libraries in the state provide the best possible service to Iowans. Services and programs include an electronic library network that libraries use to borrow from each other; statewide license purchasing of electronic databases so they are affordable to all libraries and thus accessible to all Iowans; public library standards, accreditation and statistics; continuing education for librarians and trustees; administering direct state aid and other library funding; providing expertise in specialized areas such as Internet connections, library legal issues, federal E-rate discounts and library services to children.

# Agency Overview

## **Vision:**

Each Iowan will have equal access to information and ideas in order to participate knowledgeably and productively in a democratic society and to lead an enriched life through lifelong learning.

## **Mission:**

The State Library advocates for Iowa libraries and promotes excellence and innovation in library services in order to provide statewide access to information for all Iowans.

## **Guiding Principles:**

- The power of libraries to change lives and strengthen communities.
- Access to high quality library services for all Iowans.
- Individualized customer service.
- Lifelong learning.
- Intellectual freedom, the rights of every individual to both seek and receive information from all points of view without restriction.
- Courteous, prompt and accurate service.
- Protecting each customer's privacy.

## **Core Functions and Key Services, Products and Activities:**

There are two major categories of State Library services and programs:

**Direct Library Services** functions as a group of special libraries that acquires, manages and provides access to information for the use of individual customers. Specialties include legal, census, patents, management issues, government policy, medical/health and library science. Library collections consist of books, journals, electronic databases, videos, state and federal documents and web-based information. Library staff helps customers find the information they are seeking and/or trains customers in how to find it themselves.

**Statewide Library Development** helps libraries in the state provide the best possible service to Iowans. Services and programs include an electronic library network that libraries use to borrow from each other; statewide license purchasing of electronic databases so they are affordable to all libraries and thus accessible to all Iowans; public library standards, accreditation and statistics; continuing education for librarians and trustees; administering direct state aid and other library funding; providing expertise in specialized areas such as Internet connections, library legal issues, federal E-rate discounts and library services to children.

## **Customers and Stakeholders:**

Key customer groups for Direct Library Services are state employees, the legal and medical communities and businesses. Through focus groups conducted in 2003 and daily customer demand, our customers have told us they prefer to access information from their desk tops via the Internet whenever possible. This is the rationale for building and enhancing the State Library's websites. For example, customers can register for a borrower card and submit reference questions through our website. The State Library is in the knowledge business. Customers want personal and timely help from highly skilled staff when they are researching a topic. They expect information that comes from the State Library to be up to date and reliable. They appreciate our ability to obtain books and articles for them either from the State Library's collections or from other libraries.

Key customer groups for Statewide Library Development are all types of libraries – public, academic, school and special. We have an especially close working relationship with public libraries through programs such as library accreditation, librarian certification, direct state aid, and education for summer library programs. Public libraries, in particular, expect the State Library to provide training and continuing education on basic library skills as well as in specialty areas such as children's services, board responsibilities and technological developments. The State Library has developed closer working relationships with academic and school libraries during the past three years. State Library staff must stay current with developments in the library profession.

Libraries expect the State Library to take a leadership role in identifying opportunities for libraries and in keeping them up to date on library issues and best practices. For example, through a partnership with the Area Education Agencies, the State Library was able to purchase a statewide license for EBSCOHost informational electronic databases. Now, all libraries in the state have access to this resource at an affordable price, which, in turn, means lowans have access. Libraries turn to the State Library for help with difficult issues such as the USA Patriot Act, the Supreme Court ruling on the Children's Internet Protection Act and the Reinvention Bill.

## **Delivery Mechanisms:**

The State Library supports these major websites:

- State Library of Iowa, <http://www.silo.lib.ia.us/> - includes the library's catalog; information on State Library programs and services and SILO, the electronic library network.
- Health Info Iowa, <http://www.healthinfoiowa.org/> - a consumer health information website developed with a grant from the National Library of Medicine.
- Iowa Center for the Book, <http://www.iowacenterforthebook.org> - an affiliate of the Center for the Book in the Library of Congress whose purpose is to stimulate public interest in books, reading, literacy and libraries.
- Iowa Publications Online (IPO), <http://publications.iowa.gov/> - an online collection of electronic state documents produced by state government and intended for the

general public.

- State Data Center, [www.iowadatacenter.org](http://www.iowadatacenter.org) - the official source for U.S. census statistics about Iowa
- WebJunction Iowa, <http://ia.webjunction.org> – an online community where library staff members meet to share ideas, find information on technology, and take online courses at no charge.

Other major technologies in place include a local area network and intranet, and Horizon, the library automation system for the library catalog, circulation, and acquisitions. All staff has personal computer workstations and access to high speed Internet.

Communication with our customers takes many forms. We use electronic mail lists, electronic newsletters, information on our website, phone contact, face-to-face meetings, meetings conducted via the Iowa Communications Network, and continuing education programs.

### **Organization Structure:**

The State Library is an independent division of the Iowa Department of Education (DE). DE provides support for personnel and business office functions. The State Library's governing board, the Iowa Commission of Libraries, has policy and budget authority as well as the authority to hire, evaluate and terminate the State Librarian.

The State Library's management team consists of the State Librarian and two program directors. The State Library has 31 FTE positions of which 27 are filled. Of the 31 positions, 50% are professional; 50% are support. Educational levels range from high school diplomas to advanced degrees. Gender make up is approximately 18% male; 82% female. With 22 major services and programs, employees have multiple assignments and many programs/services are operated by a single staff member. The State Library has a service-oriented, team-based culture that relies on relationships among employees to achieve organizational goals.

In addition, the State Library contracts with Iowa State University for technology staff who maintain and develop State of Iowa Libraries Online (SILO), the electronic library network. We also contract with an individual to coordinate the Iowa Center for the Book and with master's degreed librarians to teach continuing education courses.

### **Locations:**

Except for the Law Library located in the State Capitol, the State Library is housed in the east wing of the Ola Babcock Miller Building (Old Historical Building) which has undergone a major renovation/restoration. The facilities for customers include three meeting rooms: an ICN computer lab with 16 workstations, an ICN classroom seating 36 and a small conference room for about 8-12 people. The State Library has work

tables and study carrels for uninterrupted work and research. Data lines are available for laptop use.

**Budget:**

The State Library of Iowa's operating budget is appropriated from the state General Fund. The State Library's appropriation for state FY04 was \$1,233,948. State budget cuts in FY01, FY02 and FY03 have reduced the State Library's funds by 35.9%, or \$653,793. As a result of these budget cuts, the library's book budget has been reduced by 72%, or \$341,923 annually. State money is no longer available to purchase informational electronic databases such as EBSCOHost for local libraries and their customers. In addition, ten percent of the State Library's state-funded positions have been eliminated.

The State Library of Iowa also receives federal funding which currently supports approximately 57% of day to day operations. The State Library received \$1,668,229 for the federal fiscal year ending September 30, 2004. The federal funding is received from the Institute of Museum and Library Services; the State Library is annually required to match 34% of the federal funds and also to show maintenance of effort.

In addition to its operating budget, the State Library receives and distributes funding for statewide library enrichment and resource sharing programs. Iowa public libraries received \$1,000,000 from the general fund for Enrich Iowa: Direct State Aid in FY04. Participating Iowa libraries also received \$1,341,982 in Enrich Iowa funding in FY04 for the statewide Open Access and Access Plus programs. Of this amount \$741,982 came from the General Fund and \$600,000 came from the Rebuild Iowa Infrastructure Fund.

# STRATEGIC PLAN RESULTS

## STRATEGIC PLAN

### CORE FUNCTION: Education

#### Key Strategic Challenges and Opportunities:

The State Library's challenges in providing programs and services to Iowa librarians and trustees include:

- Number of independent libraries (with 543 public libraries, Iowa ranks third nationally in the number of public libraries per capita).
- Number of public library directors (543) and the number of library board members (approximately 3,500).
- 87% of public library directors lack formal preparation for the job.
- Library salaries are low resulting in an annual turnover rate of at least 10% among public library directors; the turnover rate means the State Library must continuously repeat educational opportunities in order to reach new library directors.
- Reductions in local library funding make travel costs burdensome for library staff and trustees.

Opportunities include:

- Collaborative working relationship with the Iowa Library Service Areas.
- Use of the Iowa Communications Network for training and for disseminating information.
- Educational technology such as web based courses available through WebJunction Iowa.

**Goal # 1:** Provide librarians and trustees with the leadership, support services and information necessary to provide the best possible library services for Iowans.

#### Strategies:

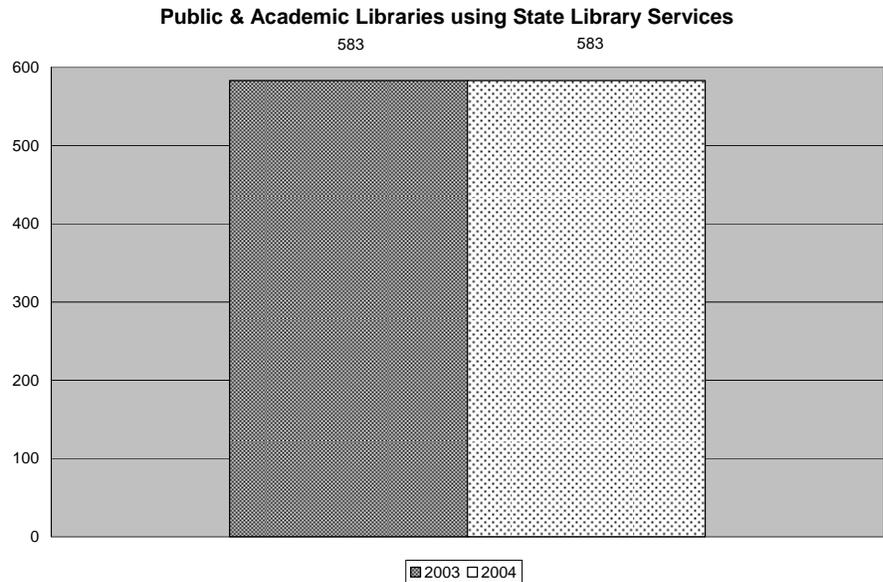
- Administer Iowa Certification Program for Public Librarians including offering Public Library Management 1 and 2 courses spring, fall and summer.
- Offer library staff training on a variety of topics such as database searching, book discussion groups, telling the library story, library legal issues.
- Offer annually at least two continuing education opportunities for trustees over the ICN.
- Provide web based courses via WebJunction Iowa as alternatives to traditional continuing education delivery.
- Publish the *Iowa Public Library Trustee's Handbook* and *Iowa Public Library Director's Handbook*.

## Results

**Performance Measure:** Percentage of Iowa public and academic libraries that have used State Library Services.

**Data Sources:** State Library annual survey; State Library EBSCOHost subscription database.

95% of 613 public and academic libraries used State Library services in 2003 and 2004.



**Data reliability:** The State Library follows the National Center for Education Statistics standards in its data collection.

**What was achieved:** Iowa librarians and trustees have programs and support services that help them provide high quality library services to Iowans.

**Analysis of results:** 95% of public and academic libraries are using State Library services and programs to provide the best possible library service to Iowans.

**Link(s) to Enterprise Plan:** Not applicable.

# STRATEGIC PLAN RESULTS

## STRATEGIC PLAN

### CORE FUNCTION: Library Services

#### Key Strategic Challenges and Opportunities:

The State Library's challenges in providing library services include:

- Funding for books and journals has been reduced by 72% since 2000.
- State Library customers, including state employees, are a constantly changing group which necessitates ongoing marketing and training.
- State Library customers are widely dispersed geographically, making training difficult.
- The inaccurate perception by library customers and potential customers that all information is available for free on the Internet.

Opportunities include:

- Increased access to materials through electronic resources.
- Partnering with the Area Education Agencies to reduce costs for electronic resources.
- Developing partnerships and contacts with other state agencies to promote awareness and use of the State Library's services.

**Goal # 2:** Acquire, manage and provide access to high-quality information for all lowans.

#### Strategies:

- Purchase books, journals, databases and other materials.
- Make specialized information available on State Library web sites.
- Staff service desks with qualified librarians.
- Create more access points to State Library information.
- Teach customers how to use State Library supported databases and State Library web sites.
- Promote services to potential customers.
- Partner with the Area Education Agencies to reduce the cost of electronic resources.

## **Results**

**Performance**

**Measure:**

See performance plan results.

**Data Sources:**

See performance plan results.

See performance plan results on p. 16 and 18.

**Data reliability:** See performance plan results.

**What was achieved:** See performance plan results.

**Analysis of results:** See performance plan results.

**Link(s) to Enterprise Plan:** Not applicable.

# STRATEGIC PLAN RESULTS

## STRATEGIC PLAN

### CORE FUNCTION: Library Development

#### Key Strategic Challenges and Opportunities:

There are significant challenges in providing Iowans with adequate and equitable access to information and materials through their libraries.

- Collection size, staffing, access to technology vary widely among Iowa's libraries.
- Per capita library funding from cities and counties vary widely. City funding per capita ranges from \$0.55 to \$74.40; county funding per capita ranges from \$1.98 to \$35.10. Cities have cut public library budgets as a result of the Reinvention Bill.
- Iowa has 543 independent public libraries each having a separate decision making board. In some states, libraries are organized into systems making it easier to accomplish system wide improvements.
- 77% of Iowa public libraries are located in cities under 2,500 populations. Low salaries, especially among public library directors in this size city, result in staff turnover that makes it difficult to develop library services long term. 87% of public library directors lack formal preparation for the job.
- There is a reliance on federal funding for statewide library development programs. For example, federal funds pay for the statewide license to EBSCOHost. If state funds were available, the State Library could offer Iowans access to more information resources like these.

Opportunities include:

- The State Library's collaborative working relationship with the Iowa Library Service Areas (LSA). With the State Library's strength in administering statewide programs and the LSAs' ability to work directly with libraries in a particular geographic area of the state, new initiatives can be carried out efficiently and effectively.
- Iowa libraries cooperate with each other and are willing to share their resources.
- Use of the Iowa Communications Network for training and for disseminating information.
- 80% of public libraries are able to provide their customers with high speed Internet access.
- Gates Foundation Staying Connected grant (2004-2007), through which the State Library will provide public libraries with training and technical support; centralized DNS hosting, e-mail hosting, web hosting; assistance with Internet connectivity; hardware upgrades.

**Goal # 3:** All Iowans have access to high quality library services so they can participate knowledgeably and productively in a democratic society and lead an enriched life through lifelong learning.

**Strategies:**

- Operate an electronic library network that libraries use to borrow materials from each other.
- Purchase statewide licenses for electronic informational databases so they are affordable to all libraries and thus accessible to all Iowans.
- Administer the public library standards and library accreditation programs.
- Annually collect and analyze statistics from all public and school libraries.
- Administer the public librarian certification program.
- Provide continuing education for librarians and trustees.
- Administer direct state aid and other library funding to Iowa libraries.
- Provide expertise and leadership to Iowa libraries.

*Results*

***Performance***

***Measure:***

See performance plan results.

***Data Sources:***

See performance plan results.

See performance plan results on p. 20 and 22.

**Data reliability:** See performance plan results.

**What was achieved:** See performance plan results.

**Analysis of results:** See performance plan results.

**Link(s) to Enterprise Plan:** Not applicable.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION: EDUCATION

### SERVICES, PRODUCTS, ACTIVITIES

**Name of SPA:** Continuing education and consulting

**Description:** The State Library provides consulting services in person and by phone or email and provides statewide workshops and continuing education for librarians and trustees.

**Why we are doing this:** Librarians and trustees need to be knowledgeable and well informed in order to provide high quality library services to Iowans.

**What we're doing to achieve results:** The State Library conducts training needs assessments to identify and respond to the greatest needs; librarians and trustees can access continuing education and consulting services according to their preference – via print resources, phone, in person and electronically.

#### Results

**Performance Measure:**

Percentage of public libraries with staff participating in continuing education activities.

**Performance Target:**

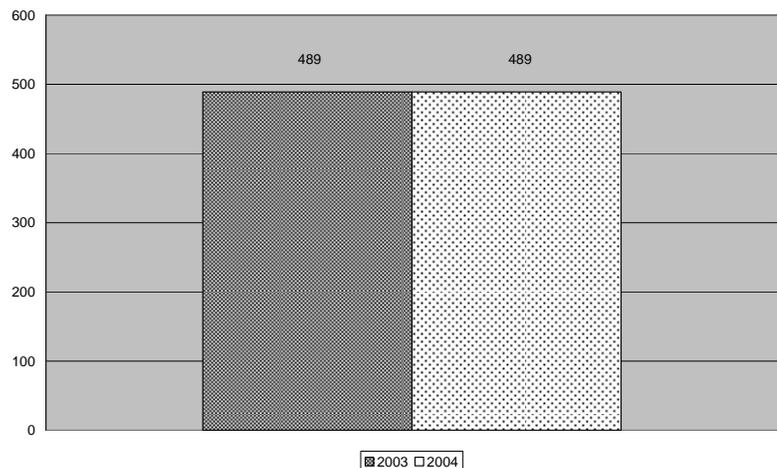
80%.

**Data Sources:**

State Library certification database.

90% of 543 public libraries participated in CE activities for 2003 and 2004.

Public Libraries participating in Continuing Education



**Data reliability:** Since 1986, the State Library has maintained a certification database that includes individuals participating in the program, their library, whether they are a public library director, educational level, etc. This database is updated monthly.

**Why we are using this measure:** Anyone participating in the certification program must participate in continuing education. Therefore, the percentage of public library directors

participating in the certification program indicates they are participating in continuing education.

**What was achieved:** Iowa librarians and trustees had the knowledge and information to provide high quality library services to lowans.

**Analysis of results:** 90% of public libraries are using State Library consulting and continuing education to provide the best possible library service to lowans.

**Factors affecting results:** None noted.

**Resources used:** These activities are provided using federal Institute of Museum and Library Services funds.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION: LIBRARY SERVICES

### SERVICES, PRODUCTS, ACTIVITIES

**Name of SPA:** Provide high quality collections and information in public policy, census and demographics, state and federal documents, law and medicine.

**Description:** Provide high quality collections and information in public policy, census and demographics, state and federal documents, law and medicine.

**Why we are doing this:** The State Library provides library services to lowans, including those in state government, giving them access to high quality information in specialized subject areas so they can make informed decisions.

**What we're doing to achieve results:** The State Library's strategies include: purchasing books, journals, and other materials; making specialized information available on State Library web sites; staffing service desks with qualified librarians; providing training for customers on use of the information resources; and promoting services to potential customers.

### Results

**Performance Measure:**

Number of requests for State Library materials or services as measured by electronic requests for information from the State Library's websites.

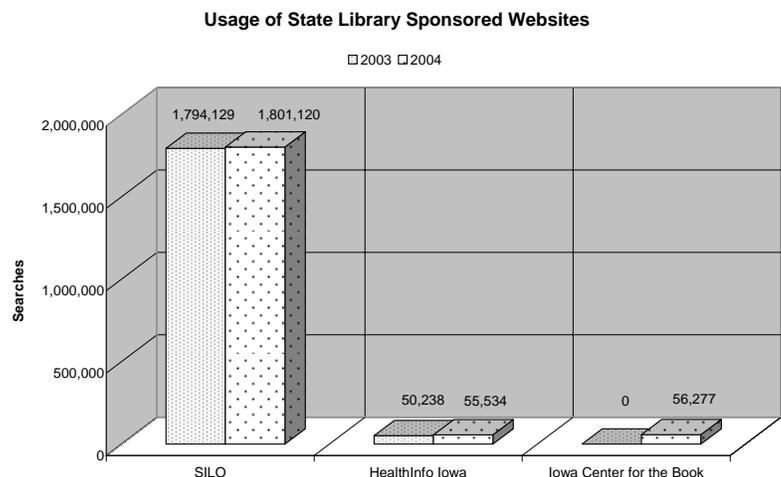
**Performance Target:**

5 % annual increase.

**Data Sources:**

Reported web hits from State Library webmaster.

Usage in State Library of Iowa sponsored websites increased 3.7% from 2003 to 2004.



**Data reliability:** The webmaster's reports are accurate.

**Why we are using this measure:** Electronic access to information is increasingly what is

expected by information consumers. Therefore, more information resources are being made available on the State Library's websites. A greater number of hits to the State Library's websites show increased use of the State Library's services and improved access to information for our customers.

**What was achieved:** State Library customers had quick and reliable access to high quality information so that they could make informed decisions.

**Analysis of results:** For several of the State Library's websites, the performance targets were exceeded. For example, the State Data Center's hits increased by more than 30% and web hits for HealthInfolowa increased by more than 10.5%. Overall web hits increased by 3.7%.

**Factors affecting results:** None noted.

**Resources used:** Funding comes from the State Library's operating budget.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION: LIBRARY SERVICES

### SERVICES, PRODUCTS, ACTIVITIES

**Name of SPA:** Purchase statewide access to electronic resources on behalf of Iowa Libraries.

**Description:** Purchase statewide access to electronic resources on behalf of Iowa libraries for all Iowans' use.

**Why we are doing this:** The State Library subsidizes statewide access to high-quality electronic library resources to enhance learning at all ages.

**What we're doing to achieve results:** The State Library, in cooperation with the Area Education Agencies, negotiates state-wide rates for access to a group of electronic library resources that are available to all Iowa libraries and, through them, to all Iowans.

### Results

**Performance Measure:**

Annual percentage increase in number of uses of electronic databases purchased by the State Library.

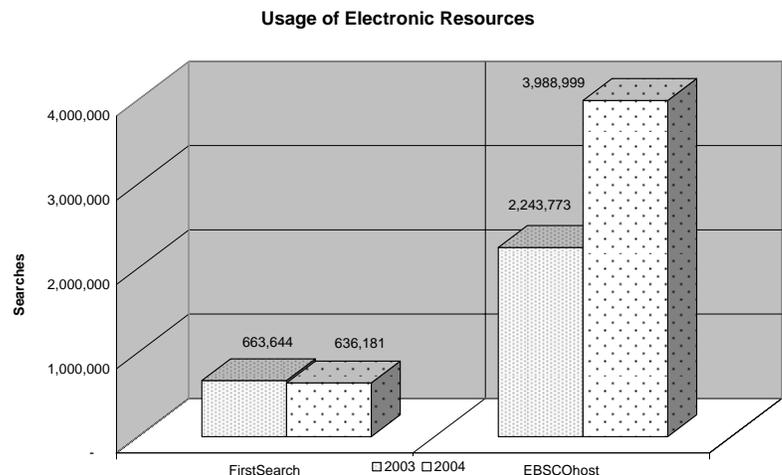
**Performance Target:**

5% annual increase in use statewide.

**Data Sources:**

Reports from the vendors of the electronic resources.

Increase in usage of EBSCOHost database was 77.8%; Usage of FirstSearch decreased 4.1%.



**Data reliability:** Reports from the vendors are accurate.

**Why we are using this measure:** An increase in the use of the electronic resources shows that more Iowa information consumers are finding accurate, reliable information to enhance their lifelong learning.

**What was achieved:** Iowans had electronic access to accurate, reliable information to enhance

their learning.

**Analysis of results:** Use of electronic resources subsidized by the State Library for all Iowa libraries increased by 74% in the 04 fiscal year.

**Factors affecting results:** The small decline in use of FirstSearch is related to the major increase in use of EbscoHost, which is easier to use.

**Resources used:** A combination of federal funds and local library funds are used to purchase the databases.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION: Community Coordination and Development (Library Development)

### SERVICES, PRODUCTS, ACTIVITIES

**Name of SPA:** Resource Sharing

**Description:** The State Library operates an electronic library network (SILO) that libraries use to locate and borrow materials from each other (referred to as interlibrary loan); partially reimburses libraries for providing interlibrary loan (Access Plus); partially reimburses libraries for checking out materials to people who live outside their service area (Open Access).

**Why we are doing this:** It is not possible for one library to own all the information resources lowans need. By coordinating resource sharing among libraries, the State Library makes it possible for lowans to have greater access to more library resources. Resource sharing also makes the best use of tax dollars spent on library resources.

**What we're doing to achieve results:** The State Library encourages all libraries to participate in resource sharing and provides state level leadership, library advocacy, coordination and planning.

### Results

**Performance Measure:**

Percentage of Iowa public and academic libraries that participate in statewide resource sharing programs (Open Access, Access Plus, SILO Locator, SILO interlibrary loan).

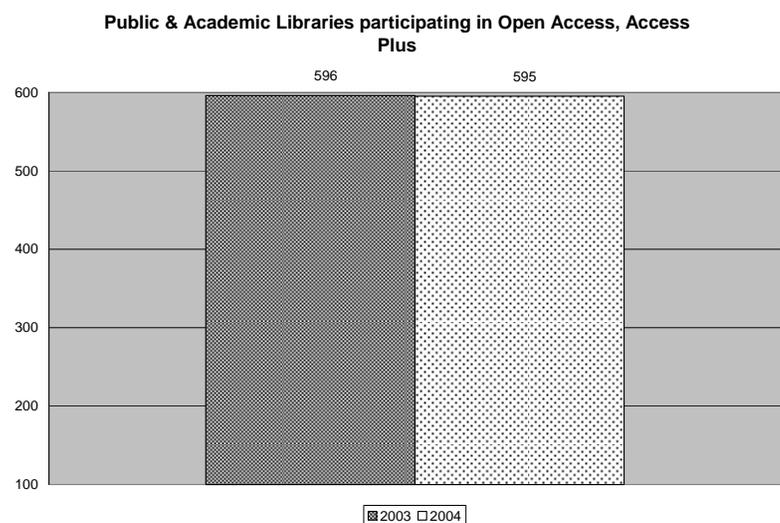
**Performance Target:**

Establish baseline in FY03.

**Data Sources:**

State Library databases that keep track of library participation in SILO, Open Access and Access Plus.

97% of public and academic libraries participated in Open Access and Access Plus in 2003 and 2004.



**Data reliability:** The State Library follows the National Center for Education Statistics standards in its data collection. As the state agency responsible for these programs, the State Library has

maintained these databases since the inception of these programs.

**Why we are using this measure:** The percentage of libraries participating in resource sharing programs is an indicator of the library resources Iowans have available to them.

**What was achieved:** Iowans have increased access to library resources so they can participate knowledgeably and productively in a democratic society and lead an enriched life through lifelong learning.

**Analysis of results:** 97% of Iowa public and academic libraries participate in statewide resource sharing programs.

**Factors affecting results:** None noted.

**Resources used:** SILO is provided with federal funds from the Institute of Museum and Library Services. Open Access and Access Plus are provided with state funds. Staff members who administer these programs are paid with federal funds.

# PERFORMANCE PLAN RESULTS

## CORE FUNCTION: Community Coordination and Development (Library Development)

### SERVICES, PRODUCTS, ACTIVITIES

**Name of SPA:** Administration of Statewide Programs

**Description:** Assure that all lowans have access to high quality library services.

**Why we are doing this:** By strengthening libraries, libraries in turn can provide lowans with tools to participate knowledgeable and productively in a democratic society and to lead an enriched life through lifelong learning.

**What we're doing to achieve results:** Strengthen Iowa libraries through state level leadership and statewide library advocacy, coordination and planning. Administer statewide library enhancement programs. Identify and encourage resource sharing and partnerships in order to help libraries provide effective, high-quality services to lowans.

#### Results

**Performance Measure:**

1. Percentage of accredited public libraries.

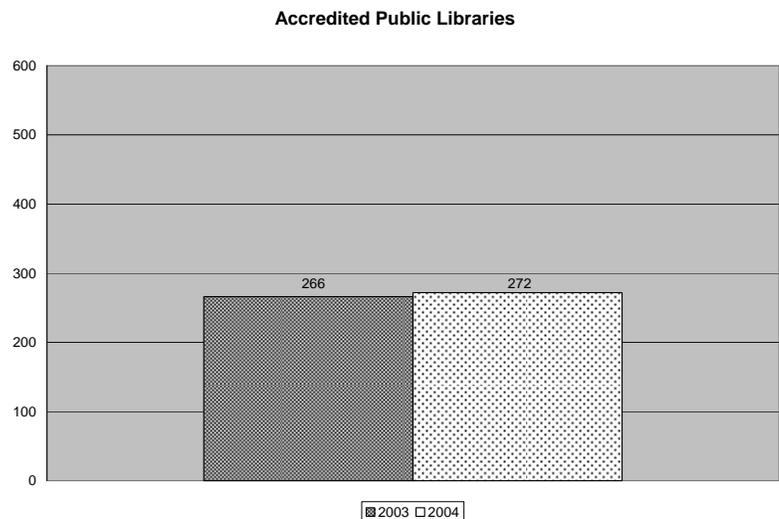
**Performance Target:**

1. 50% of public libraries will be accredited.

**Data Sources:**

1. State Library accreditation database.

50% of 543 public libraries are accredited.



#### Results

**Performance Measure:**

2. Percentage of certified public library directors.

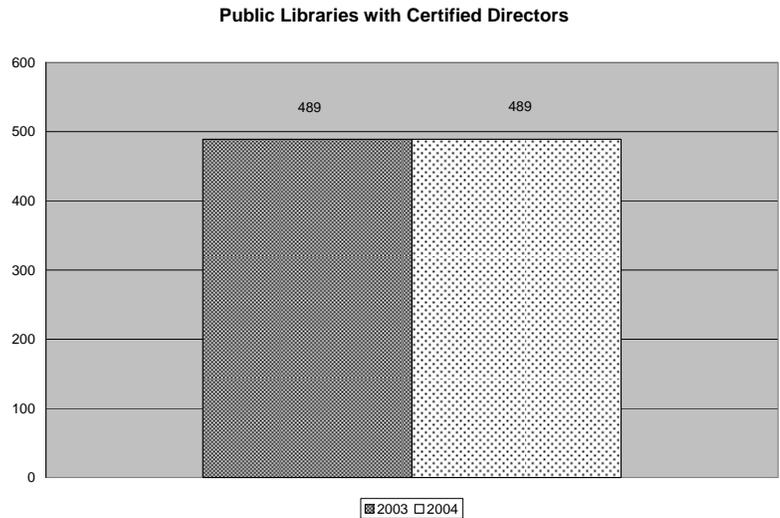
90% of 543 public libraries have certified directors

**Performance Target:**

2. 75% of public library directors will be certified.

**Data Sources:**

2. State Library certification database.



**Results**

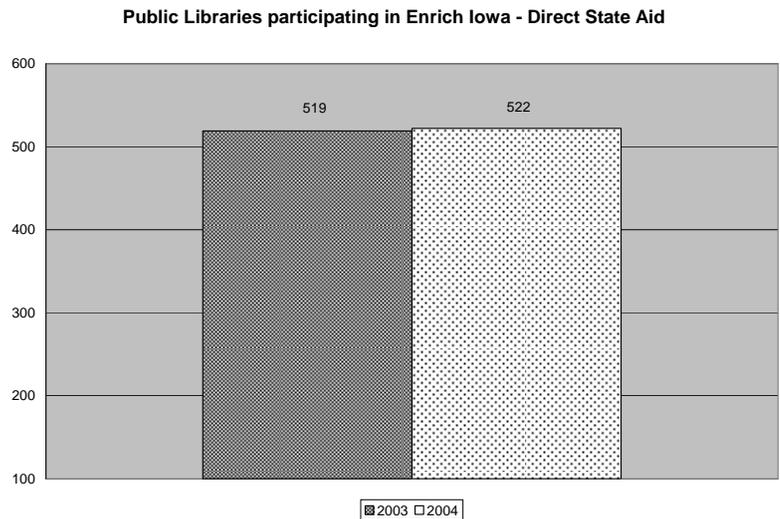
**Performance Measure:**

3. Percentage of public libraries participating in Enrich Iowa-Direct State Aid program.

96% of 543 public libraries participated in Enrich Iowa – Direct State Aid.

**Performance Target:**

3. 85% of public libraries will participate in Enrich Iowa-Direct State Aid program.



**Results**

**Performance Measure:**

4. Percentage of libraries submitting annual survey data

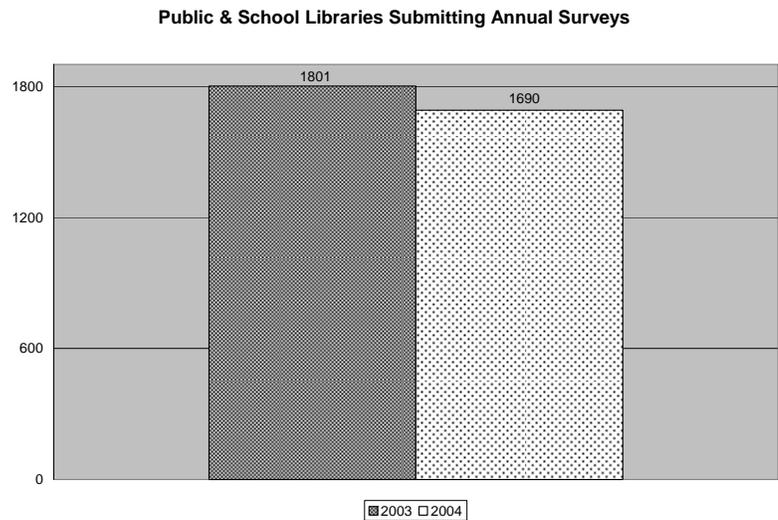
In FY03 79.6% of 2,262 public and school libraries participated in the statewide annual survey; in FY04, 74.7% of 2,262 public and school libraries participated.

**Performance Target:**

4. 90% of all Iowa libraries will submit annual survey data.

**Data Sources:**

4. State Library Annual Survey database.



**Data reliability:** The State Library follows the National Center for Education Statistics standards in its data collection. As the state agency responsible for these programs, the State Library has maintained these databases since the inception of these programs.

**Why we are using this measure:** Library participation in State Library services and programs is voluntary. Therefore, level of participation over time is a good measure of agency effectiveness. Participation in such programs provides a source for measuring the performance of public libraries in Iowa.

**What was achieved:** Through the State Library, Iowa libraries have state level leadership and statewide library advocacy, coordination and planning. As a result, local libraries are better able to provide effective, high-quality services to Iowans.

**Analysis of results:** 50% of 543 public libraries are accredited; 90% of public library directors are certified; 96% of 543 public libraries participated in Enrich Iowa – Direct State Aid; 69% of public and school libraries submit annual survey data.

**Factors affecting results:** The public library survey has a long history, having been collected since 1899. 96% of public libraries submit the annual survey. Iowa is breaking new ground by being the only state in the country that conducts a detailed school library survey. With the school library survey just introduced in 2002, it is going to take consistent effort over time to increase the return rate by individual school buildings. Combining the public and school survey return rate into one percentage has the effect of lowering the statewide average return rate.

**Resources used:** Direct State Aid funds are state funds. All other activities are provided using federal Institute of Museum and Library Services funds. All staff members who administer these programs including Direct State Aid are paid with federal funds.

## RESOURCE REALLOCATIONS

Two positions were left unfilled during the past year because of the lack of funding for salary increases. Approximately \$82,000 was reallocated from salaries into the book collection and computer equipment budgets during FY04.